

# LA-UR-22-20339

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**Title:** APS-IDEA National Meeting Homework: Driver Diagrams

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**Intended for:** American Physical Society Diversity, Equity, & Inclusion Alliance participation

**Issued:** 2022-01-14



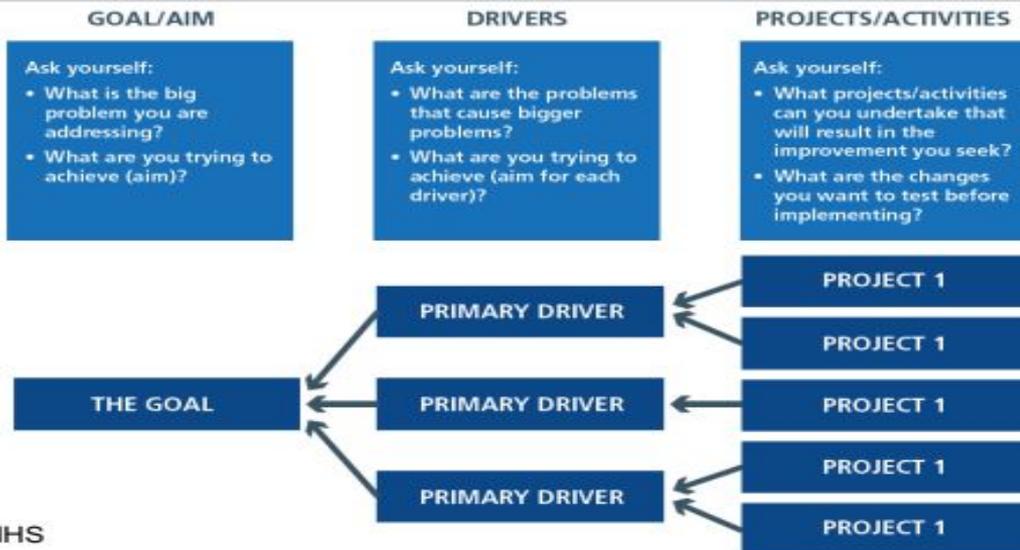
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# APS-IDEA National Meeting Homework: Driver Diagrams

2022-01-12

*A group exercise by the  
APS-IDEA LANL chapter*

Facilitator:  
Grant David Meadors



## GOAL/AIM



## DRIVERS



## PROJECTS/ACTIVITIES

Hiring and Retention  
Committee

Community Building  
Committee

Allyship and Mentorship  
Committee

Student Support and  
Recruitment committee

funding, IDE on evals, LDRD  
metrics, talk series, ...

*Example Grant did in December – not intended as final homework*

**GOAL/AIM**

Anticipate  
resistance.  
Break into  
small steps

Institution  
publicly  
recognizes  
history of  
marginalization  
& commits to  
do better

**DRIVERS**

Determine exact  
history/events/name  
marginalization

State how effects  
resonate today: e.g.,  
mentors/rolemodels

Consider institution  
values, outside  
perception/image +  
recruitment/growth

Identify how  
recognition aligns  
with mission, i.e.,  
“Makes us look  
good”

**PROJECTS/ACTIVITIES**

Consult historians/research  
Do interviews, preserve memory

Survey staff about climate, how  
included/connected they feel

Start a mentoring program

Serve on recruiting booths,  
panels, ads, news: shape image!

Reframe: past-> future,  
reconciliation+acknowledgment

Earn favor of institution until  
become too important to ignore

## BRAINSTORMING SESSION: **Goals & Aims**

– % increase in URMs at LANL until our technical workforce and management is representative of the general population.

Increase visibility of successful efforts related to DEI and URM employees.

Increase feeling of inclusion by employees

More underrepresented folks in management and leadership roles at LANL.

Improve language used at LANL to be more inclusive and mindful of marginalized viewpoints (e.g. gender, race, ability), in policy paperwork, training documents, etc.

Get firm commitment from management to “doing better” - enacting policy to increase numbers of URMs at LANL, improve inclusivity, sense of belonging.

Retention of URM: requires specific strategies in terms of mentoring, inclusion etc

## BRAINSTORMING SESSION:

### Goals & Aims

#### Arranged

## Increase inclusion

Increase feeling of inclusion by employees

### Harmonizing representation at all levels/Pipeline?

– % increase in URM's at LANL until our technical workforce and management is representative of the general population.  
More underrepresented folks in management and leadership roles at LANL.

Improve language used at LANL to be more inclusive and mindful of marginalized viewpoints (e.g. gender, race, ability), in policy paperwork, training documents, etc.

Retention of URM: requires specific strategies in terms of mentoring, inclusion etc

Increase visibility of successful efforts related to DEI and URM employees.

Increase and retain URM's in pipeline, including management/leadership.  
And foster sense of belonging/inclusion/visibility

### Accountability?

Get firm commitment from management to “doing better” - enacting policy to increase numbers of URM's at LANL, improve inclusivity, sense of belonging.

## BRAINSTORMING SESSION: Drivers (of the chosen goal)

Increase and retain URMs in pipeline, including management/leadership, and foster sense of belonging/inclusion/visibility

Recruit more broadly, committing to attending recruiting events that serve URMs.

Part of policy of all proposals, evaluations, etc to consider thoughtful, inclusive workforce development.

Create sense of shared fate/destiny across LANL to build trust.

IDE in workplace goals and have it be evaluated/valued/rewarded

Integrate IDE goals into Laboratory agenda and employee goals

Develop program to help mentors increase sense of belonging in mentees

Develop pipeline from student-to management levels. MEntorship programs

Training/education LANL wide of issues faced by URMs in STEM.

Visibly center URMS in ongoing recruitment materials

Integrate IDE ideas into any mandated trainings for management

## BRAINSTORMING SESSION:

Increase and retain URMs in pipeline, including management/leadership, and foster sense of belonging/inclusion/visibility

### Drivers

#### Arranged

#### Problem: not recruiting/bringing in

Recruit more broadly, committing to attending recruiting events that serve URMs.

Develop pipeline from student-to management levels.  
MEntorship programs

enter URMS in ongoing recruitment materials

#### Problem/driver: not included in policy, consideration – retention

Integrate IDE goals into Laboratory agenda and employee goals

Develop program to help mentors increase sense of belonging in mentees

#### Problem/Driver: lack of Belonging

IDE in workplace goals and have it be evaluated/valued/rewarded

Part of policy of all proposals, evaluations, etc to consider thoughtful, inclusive workforce development.

Training/education LANL wide of issues faced by URMs in STEM.

Create sense of shared fate/destiny across LANL to build trust.

Integrate IDE ideas into any mandated trainings for management

## BRAINSTORMING SESSION: [Projects/Activities](#)

### Belonging

### Recruitment

### Retention

Effective (??) training for existing staff on issues facing URMs; sensitivity training (?)

Expectation for postdocs and employees to actively participate in outreach, p

Management requested to report on their organizations outreach and retention and efforts

Commit to attending at least —  
Recruiting events that serve URMs.

Policy from LDRD office to evaluate Workforce development through an IDE lense. That it is a critical aspect of a proposal.

Invite managers/upper management to take part in IDE activities/committees if not already

Manager's communication to employees on workforce development efforts expectations

Formal Mentor/Mentee program

IDE on work goals and having it be valued and rewarded

**BRAINSTORMING SESSION:**

**Projects/Activities**

**Arranged**

**Belonging**

Effective (??) training for existing staff on issues facing URMs; sensitivity training (?)

Policy from LDRD office to evaluate Workforce development through an IDE lense. That it is a critical aspect of a proposal

*Feeling acknowledged for contributions to DEI work, not only for technical accomplishments — diversity efforts don't make one a bad scientist!*

Expectation for postdocs and employees to actively participate in outreach, pipeline efforts  
Commit to attending at least —  
Recruiting events that serve URMs.

**Recruitment**

Management requested to report on their organizations outreach and retention activities and efforts

Manager's communication to employees on workforce development efforts expectations

Visibly center URMS in ongoing recruitment materials

Training/education LANL wide of issues faced by URMs in STEM.

Invite managers/upper management

to take part in IDE activities/committees if not already  
Integrate IDE ideas into any mandated trainings for management

**Retention**

Formal Mentor/Mentee program

Develop program to help mentors increase sense of belonging in mentees

IDE on work goals and having it be *valued and rewarded*

# BRAINSTORMING SESSION: **Assembling the Driver Diagram**

## Goals/Aims

## Drivers

## Projects/Activities

*Recruitment: develop pipeline to bring in URM*s

Expectation for postdocs and employees to actively participate in outreach, pipeline efforts

Commit to attending at least X number of recruiting events that serve URM

Visibly center URM in ongoing recruitment materials

Manager's communication to employees on workforce development efforts expectations

Increase and retain URM in pipeline, including management/leadership, and foster sense of belonging/inclusion/visibility

*Retention: include in policy, development & consideration*

Management requested to report on their organizations outreach and retention activities and efforts

Invite managers/upper management to take part in IDE activities/committees if not already

Integrate IDE ideas into any mandated trainings for management

Formal Mentor/Mentee program: Develop program to help mentors increase sense of belonging in mentees

IDE on work goals and having it be *valued and rewarded*

*Belonging: foster inclusion, visibility*

Policy from LDRD office to evaluate Workforce development through an IDE lens, that it is a critical aspect of a proposal

More effective training (e.g., sensitivity) for existing staff on issues facing URM

We'll put this in boxes on the next (final) page

## GOAL/AIM

## DRIVERS

## PROJECTS/ACTIVITIES

**Increase and retain URM<sup>s</sup> in pipeline, including management/leadership, and foster sense of belonging, inclusion, visibility**

*Recruitment: develop pipeline to bring in URM<sup>s</sup>*

*Retention: include in policy, development & consideration*

*Belonging: foster inclusion, visibility*

Expectation for postdocs and employees to actively participate in outreach, pipeline efforts

Commit to attending at least X number of recruiting events that serve URM<sup>s</sup>

Visibly center URM<sup>s</sup> in ongoing recruitment materials

Manager's communication to employees on workforce development efforts expectations

Management requested to report on their organizations outreach and retention activities and efforts

Invite managers/upper management to take part in IDE activities/committees if not already

Integrate IDE ideas into any mandated trainings for management

Formal Mentor/Mentee program: develop program to help mentors increase sense of belonging in mentees

IDE on work goals and having it be *valued and rewarded*

Policy from LDRD office to evaluate workforce development through an IDE lens, that it is a critical aspect of a proposal

More effective training (e.g., sensitivity) for existing staff on issues facing URM<sup>s</sup>